IMPLICATIONS FOR PERSONNEL TRANSFORMATION

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Introduction

In the Army vision, the Army Chief of Staff GEN Eric K. Shinseki states, "The magnificence of our moments as an Army will continue to be delivered by our people." People are the Army's greatest asset and the heart and soul of its readiness. As the Army transforms, its commitment to take care of the force (soldiers, veterans, retirees, civilians, and their families) remains. As such, the well-being of the force is a daily pursuit for all commanders, who rely on human resource (HR) assets for support. Personnel transformation, like the Army transformation, will be executed by the HR community. As such, there is a need for significant change in our Doctrine, Training, Leader Development, Organization, Materiel and Soldiers (DTLOMS).

Background

To meet the Army vision, the entire HR community (the Army G-1, the U.S. Total Army Personnel Command, the Adjutant General School, and personnel organizations Armywide) established the personnel transformation.

The HR community initially sought to use a single corporate database, redesign aging processes, and revise various structures to perform HR functions in support of the force. We knew our core mission would not change. The Army would continue to require trained professionals focused on HR functions because commanders cannot do this alone. What would change are the "how" and "where" the functions are performed. Vital to this transformation are the tools used for HR work. The intent was a simple, accessible, accurate, reliable, relevant, and timely HR system of assets to provide services in the right place and at the right time.

Concept Of Support

The role of the HR community is to man and help sustain the force. The HR community deals with people distribution requirements and conduct of casualty and replacement operations; providing personnel and postal services; and coordinating morale, welfare, and recreation services to help sustain combat readiness. How and where we sustain must be transformed. For the transforming Army, HR support focuses on complementing the underlying principles of the Objective Force: responsive, deployable, agile, versatile, lethal, survivable, and sustainable.

To achieve this, HR efforts focus primarily on two issues: system and structure. The Defense Integrated Military Human Resources System (DIMHRS) is a system-of-systems solution. DIMHRS is a database with Web-based applications for viewing, inputting, and managing personnel data. With a link to the Web, we can access data anytime, anywhere. When we fully field DIMHRS, our structure will center on unit of action (UA) S-1 and unit of employment (UE) G-1 sections as the HR operators of the Army. The proposed concept under review today phases out command and control personnel units (personnel groups and battalions) and replaces them with personnel management centers (PMCs) that will oversee more than 1,000 personnel tasks. PMCs, which augment S-1 and G-1 sections, will belong to commanders from battalion through theater and will provide support from the home station or from deployed locations based on the commander's desire. The S-1/G-1/PMC will employ the system, equipment, and people to provide HR support.

DTLOMS Impact

These changes will significantly affect DTLOMS and how the HR community prepares for the future. A discussion of recommended DTLOMS revisions follows.

Doctrine. Doctrine must reflect the increased demands on the human resource system. The bar of quality precision, speed, and accuracy excellence is raised with demands of the Objective Force. As a result, doctrine must reflect the change in "how" we sustain. Readiness, reach, passive reports, and a shift in "where" we support are key aspects.

The Objective Force will work under a new construct of readiness called "train, alert, deploy." This means training before an alert and not after, and being ready to move out almost immediately. The HR community's challenge is to ensure HR support keeps the force ready at all times. Soldier readiness checks cannot take hours or days. HR assets embedded in units give commanders direct access and input to HR data. Soldiers will also have more access and responsibility for their own readiness.

Web-based and wireless technology enable our reach. Reach reduces the number of people who must deploy with the unit to maintain support. With better reach, commanders can tailor support according to their particular mission requirements.

The Army is working to ensure that the Future Combat Systems (FCS) of the Objective Force interfaces with DIMHRS so that key data, such as personnel strength figures, flow through the FCS. The intent is to allow soldiers to log onto DIMHRS via the FCS—in concert with other technology enablers—and update their status without additional human intervention. (FCS will have the technology to manage tasks, such as tracking the fact that certain people are operating or riding the FCS.)

Commanders will rely on their S-1 or G-1 sections and PMCs for HR support, analysis, and advice. Coupled with simple, accessible, and accurate systems and the equipment to run them, these sections could respond to the most demanding support needs from any location.

Training. HR operators will learn to use and manage systems and equipment. DIMHRS, for example, is a major change from the way business is transacted today and will require new training. In addition to personnel functions, DIMHRS includes military pay functions that are not a part of the current personnel system. Not only do HR operators need training on DIMHRS, but also every soldier and leader must have basic DIMHRS skills as well as an understanding of the combat power leverage the systems can provide to commanders.

The military occupational specialty (MOS) structure will change as will the training for those who already hold an MOS. MOSs in many specialties are merging. The same is true for the Adjutant General MOS. They will merge to reflect one system and meet the Army's desire for multiskilled soldiers. This affects the TTHS (trainee, transient, holdee, and student) accounts as course lengths change and the volume of soldiers to train increases. However, training of all new recruits and current soldiers will be challenged in the schoolhouse. One way to deal with this is through distance learning (DL). This technique relies on more technology as well as smart and efficient teaching techniques. DL also lets HR operators in the field sustain their training. Because HR assets will be unit assets, training must address both the concerns of the command as well as the functionals.

Leader Development. Training must focus on "how to think" versus "what you think." This training gives HR operators and leaders skills beyond mere equipment and automation usage. Leaders must have sound tactical and technical skills and know how to analyze, think, and act proactively. They must possess a warrior ethos that guides their thinking and professional advice. This way, they apply their HR skills in a way that meets functional and unit needs.

HR officers and noncommissioned officers (NCOs) must be similarly suited and skilled at all levels from battalion to HQDA. They are the HR experts for the commander as well as mentors to subordinates within the "HR chain." A G-1 should have the background and skills to help his brigade S-1s while the brigade S-1 in turn would do the same for the battalion S-1.

NCOs and warrant officers will naturally rise from the enlisted ranks within the structure. The process will differ for officers. Adjutant General officers will continue to provide the core of HR leadership, and most will start in branch detail assignments. Other officers will migrate to HR work through redesignation. Either way, an important requirement will involve developing them early in jobs such as battalion S-1.

Organization. The focal point will include fully manned and trained S-1 and G-1 sections and PMCs. Personnel units will be phased out to assign HR experts at every command level. Not only will the S-1 and G-1 sections and PMCs be the focus of support, they will also become the central place to train soldiers and grow HR leaders.

These changes will achieve the Army's need for a reduced footprint in the battlespace through improved connectivity and reach techniques. With the correct enablers such as Web-based technology, connectivity, digitized records access, passive accountability, and embedded capabilities in FCS, the HR community can reduce presence and increase support and analysis capability.

Materiel. Materiel needs require current or emerging technologies that we do not yet use. HR support enablers must be embedded in or interface with the FCS. The following are some examples of required capabilities for the Objective Force:

• Passive capability for continuous, real-time reports of manning and casualty data;
• Voice-to-text features to report "variable" casualty data;
• A common view of manning and operations from UA S-1 and UE G-1 to Army G-1;
• In-transit view of replacement movement;
• Exchange of critical HR data between combat service support functional processes; and
• Tools to mesh course of action and loss projection with operational plans and orders.

The Army is currently developing the following capabilities as key enablers to remain in the FCS:

• Personnel module of the Combat Service Support Control System,
• Weapons platform crew registration and personnel situation reports of Force XXI Battle Command Brigade and Below, and
• Management module - data exchange of Global Combat Support System-Army.

Soldiers. As simple and reliable as we need our equipment and system to be, HR support depends on trained and skilled soldiers. Soldiers with the right HR training and skills are invaluable assets to the commander and the Army in general. They must be ready to operate anywhere, anytime, and may require self-reliance for long periods. They will have to act quickly and handle much data with keen skill in little time. Although they train for war, they serve daily to help keep soldiers ready. They are the future HR leaders.

Conclusion

For 226 years, the human dimension of soldiering has been a crucial ingredient for Army readiness. HR support, specifically, will remain crucial during the 21st century as the Army undergoes a personnel transformation that will be more than just a change in how the HR community does business. Personnel transformation will change the way the Army does business, and will be a major paradigm shift—a cultural revolution involving the entire force.

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